

HUD's Action Plan

Agency/Component: Department of Housing and Urban Development

2010 Hiring Reform Action Plan

Hiring Reform Initiative:

Eliminate written essay-style questions (KSAs) during the initial application phase.

Date:

7/29/2010

Describe the barrier, problem, or deficiency being addressed:

Hiring managers are familiar and comfortable with essay-style questions

Essay-style questions are common place

Describe what is causing the barrier/problem (i.e., What is the root cause?):

Hiring managers: Lack of knowledge of alternative assessment tools

HR specialists: Need additional training on developing effective assessment tools

Define success or the desired outcome upon completion of applied tasks:

Applicants will view the initial federal application process more favorably

Improved applicant pool with greater diversity

Primary Action Planning Team

Lead: Sharrelle Higgins (Recruitment & Staffing Division Director)

Members: Brenda Edmond (Accountability Officer), Connie Adkins, Diane Brundidge, Michael Simms, Angela Taylor, LaTrina Thomas (HR Branch Chiefs)

Action Steps

| Actions to be Taken | Key Deliverables/Output | Start Date/ End Date | Responsible Party (Parties) | Budget, Resources, and Approvals Needed |
|--|--|-------------------------|---|--|
| Update vacancy template to remove language regarding narrative responses during the initial application process. | Applicants are able to apply using resumes and cover letters | Completed 6/2010 | HR Specialists | Recruitment & Staffing Division Director approval. |
| Accept resumes and cover letters from applicants. Develop plain language job opportunity announcements. | Applicants can apply using a resume and cover letter. Plain language job opportunity announcements. | Completed 8/2009 | HUD HR Specialists and Accountability Officer | Existing staff. |
| Provide mandatory training on how to access, plan for and use alternative assessments for Hiring Managers. | 100% of hiring managers receive training. | 8/2010 - ongoing | Recruitment & Staffing Division Director and Administrative | Training will be provided via existing webinar. |

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| | | | Officers | |
| Conduct weekly random checks of vacancies posted to USAJobs to ensure compliance with elimination of required KSAs during the initial application process. | 100% of random checks result in compliance by Nov 1, 2010. | 7/2010/-ongoing | Accountability Officer/HR Branch Chiefs | Existing staff. |

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Hiring Reform Initiative:

Allow individuals to apply with resume and cover letter

Date:

7/29/2010

Describe the barrier, problem, or deficiency being addressed:

Applicant dissatisfaction with the current hiring process due to lengthy and cumbersome procedures

Hiring Managers lack confidence that applicants will be assessed properly submitting only a resume and cover letter

Describe what is causing the barrier/problem (i.e., What is the root cause?):

Current vacancy announcements do not contain instructions to applicants on how to prepare a resume.

Define success or the desired outcome upon completion of applied tasks:

Applicants will be able to apply using resumes and cover letters

Hiring Managers will have increased confidence that applicants will be assessed properly and they will receive quality applicants

Primary Action Planning Team

Lead: Sharrelle Higgins (Recruitment & Staffing Division Director)

Members: Connie Adkins, Diane Brundidge, Michael Simms, Angela Taylor, LaTrina Thomas (HR Branch Chiefs)

Brenda Edmond (Accountability Officer)

Action Steps

| Actions to be Taken | Key Deliverables/Output | Start Date/ End Date | Responsible Party (Parties) | Budget, Resources, and Approvals Needed |
|---|--|-------------------------|---|--|
| Update Job Announcements to include instructions to applicants about applying with resumes and cover letters. | 100% of job announcement templates include plain language about how to apply using resumes and cover letters. | 8/2010 - 11/1/2010 | HUD HR Specialists/Accountability Officer | Recruitment & Staffing Division Director, Deputy HR Director approval |
| Develop job aid for HR Specialists to use when advising applicants on preparing resumes. | Job aid developed | 9/2010 | HR Branch Chiefs | Recruitment & Staffing Division Director approval |
| Review quarterly applicant survey data for feedback on improvements to the application process. Develop action plan to address any areas for improvement. | Increase applicant satisfaction rate by 10% over 2009 rate by end of 2 nd Qtr. FY2011. Action plan to target and address areas for improvement. | 9/2010 - ongoing | Accountability Officer/HR Branch Chiefs | Recruitment & Staffing Division Director approval |

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Hiring Reform Initiative:

Use Category Rating

Date:

7/29/2010

Describe the barrier, problem, or deficiency being addressed:

Lack of knowledge of category rating procedures. (HR Specialists and Program Managers)

Describe what is causing the barrier/problem (i.e., What is the root cause?):

Insufficient awareness regarding this applicant evaluation assessment tool

Define success or the desired outcome upon completion of applied tasks:

Compliance with the President's Hiring Memo requiring use of Category Rating
(Category Rating utilized 100% throughout HUD)

Primary Action Planning Team

Lead: Sharrelle Higgins (Recruitment & Staffing Division Director)

Members: Connie Adkins, Diane Brundidge, Michael Simms, Angela Taylor, LaTrina Thomas (Branch Chiefs)
Brenda Edmond (Accountability Officer)

Action Steps

| Actions to be Taken | Key Deliverables/Output | Start Date/ End Date | Responsible Party (Parties) | Budget, Resources, and Approvals Needed |
|---|---|---------------------------------|---|---|
| Develop Category Rating Guidance | HUD Category Rating Policy | Completed 1/2006 - 3/2006 | HUD Policy Division | Approval via Departmental clearance process |
| Brief senior agency leadership on Category Rating Procedures | Category Rating factsheet | Completed 5/2009 | HR Director | CHCO/Deputy CHCO approval |
| Increase Union awareness of category rating procedures | Provided union with factsheet on category rating procedures | Completed 7/2010 | HR Director | Existing staff. |
| Train HR Specialists and hiring managers on Category Rating policy and procedures as needed | HR Specialists and hiring officials familiar with category rating procedures | 3/2006 - ongoing | HR Specialists (Michael Simms and Yvonne Rorie) | Recruitment & Staffing Division Director approval |
| Educate all Administrative Officers on Category Rating Procedures | Briefings for Administrative Officers | 9/2010 - ongoing | HR Director/Deputy HR Director | CHCO/Deputy CHCO approval |
| Participate in HR related meetings hosted by program offices | Brief managers on hiring reform and category rating procedures | 3/2010 - ongoing as | HR Advisors and HR Specialists | Recruitment & Staffing Division |

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| | | invited | | Director approval |
| Increase agency-wide awareness of category rating procedures | Post Category Rating policy to intranet | 11/2010 | Office of Policy, Planning, and Training | CHCO/Deputy CHCO approval |
| Oversight of application of category rating will be monitored via audits conducted during the delegated examining process in addition to delegated examining internal/external audits. | 100% of delegated examining selections audited prior to selectee starting work. Audit findings from internal/external reviews. | 9/2010 - ongoing | HR Advisors and HR Specialists | Existing staff. |
| Require HR Specialists to complete annual certification of category rating training. Coordinate with Office of Policy, Planning, and Training to develop online certification in HUD HVU. | 100% HR Specialists certify completion of training. Availability of online certification | 9/2010 - ongoing | HR Branch Chiefs, Training Branch Chief | Training will be provided via intranet. |

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| Hiring Reform Initiative: Ensure manager responsibility and accountability for hiring. | Date: 7/29/2010 |
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| Describe the barrier, problem, or deficiency being addressed: Managers are not currently held accountable for their role in the hiring process. |
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| Describe what is causing the barrier/problem (i.e., What is the root cause?): Lack of a measurable method to hold managers accountable. |
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| Define success or the desired outcome upon completion of applied tasks: As a direct result of their involvement in the development of recruitment tools, managers will have higher quality applicants to select from when filling positions |
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| Primary Action Planning Team Lead: Paula Lincoln, Chief Performance Officer Members: Pam Taylor, Gwen Fleming, and Program Office Representatives |
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Action Steps

| Actions to be Taken | Key Deliverables/Output | Start Date/ End Date | Responsible Party (Parties) | Budget, Resources, and Approvals Needed |
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| Establish a stakeholder team to draft performance measures related to hiring reform for managers. | Draft critical element related to hiring for GS and SES managers | Completed 8/2/10 - 9/7/2010 | Chief, Performance Management Officer, Office of Executive Resources | CHCO and senior program officials approval |
| Vet draft performance measures with program offices. | Approved critical element for hiring managers | 8/2/10 - 10/31/10 | Chief, Performance Management Officer | Approval from CHCO and senior program officials |
| Incorporate approved performance measures in all manager performance work plans. | Hiring accountability measures in performance plans for Hiring Managers | 8/2/2010 - 10/31/2011 | Chief, Performance Management Officer | Approval from CHCO and senior program officials |
| Inform managers of their hiring reform | 100% of managers receive Hiring | 8/2010- | OPM/HUD HR | CHCO/Deputy |

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| responsibilities via mandatory training. | Reform Webinar training | 11/2010 | Director & Deputy Director | CHCO approval |
| Remind program offices of hiring reform responsibilities during weekly customer service meetings. | Increased management involvement, cooperation, and productivity as evidenced by hiring manager signatures on recruitment material. | 9/2010-ongoing | HUD HR Advisors & Specialists | Existing staff. |

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| Hiring Reform Initiative: Improve quality and speed of hiring | Date: 7/29/2010 |
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| Describe the barrier, problem, or deficiency being addressed: HR staff and hiring managers are inexperienced with this new concept of developing assessment tools. Some managers are not convinced of the importance of taking the time to participate in the development of assessment tools. Communications can be improved. Lack of Workforce Planning. |
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| Describe what is causing the barrier/problem (i.e., What is the root cause?): Lack of training for managers in developing effective assessment tools and understanding their role in the hiring process. Managers are used to developing KSAs and have not completely embraced this new concept. |
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| Define success or the desired outcome upon completion of applied tasks: Maintain average time to hire below 80 days with high quality applicants as measured by the Managers Satisfaction Survey. |
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| Primary Action Planning Team Lead: Sharrelle Higgins Members: Lisa Swinney, Sharon Temporal, Program Office Representatives |
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Action Steps

| Actions to be Taken | Key Deliverables/Output | Start Date/ End Date | Responsible Party (Parties) | Budget, Resources, and Approvals Needed |
|--|--|-------------------------|--|---|
| Minimize number of approvals needed to initiate a recruitment action. | No more than 3 approval signatures required. | Completed | Program offices | General Deputy Assistant Secretary approval. |
| Develop mechanism to track 80 day hiring model. | 80 Day Hiring Tracker | Completed | Office of Support Services and Office of the Chief Information Officer | CHCO approval. |
| Reduce timeline for screening including use of panels comprised of subject matter experts. | Reduced end –to- end hiring time. | Completed | Hiring officials, subject matter experts and HR | SWAT Team members, CHCO, and HR Director |

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| | | | Specialists | approval. |
| Reconvene key members of HUD's Hiring Reform SWAT Team to review current process map. | Recommendations on ways to further decrease time to hire. | 9/2010 - 10/29/2010 | Key SWAT Team Members, Recruitment and Staffing Director | CHCO and senior program office manager's approval |
| Conduct additional training on developing assessment tools via webinar developed in partnership with OPM. | Better assessment tools are created and management satisfaction is increased Webinar available for use govt-wide | 10/1/2010 – 10/29/2010 | Recruitment and Staffing Director/OPM | CHCO approval |
| Benchmark other federal agencies to identify best practices. | Application of “best practices” | 9/2010- 10/29/2010 | HR Branch Chiefs | Recruitment & Staffing Division Director approval |
| Plan and implement a “Get involved Campaign” via email. | Increased management involvement | 9/15/2010 - 10/29/2010 | Recruitment and Staffing Director | CHCO approval |
| Change HUD's culture of hiring primarily during third and fourth quarters. Transition to hiring throughout the fiscal year. | Guidance from CFO advising program offices on hiring and workforce planning while under continuing resolution to avoid surge of hiring during the 3 rd and 4 th quarters. | 9/15/2010- 10/29/2010 | Chief Operating Officer and CFO | Secretary/Deputy Secretary and CFO approval. |
| Deploy pilot of new automated recruitment system. | New system used by two HUD program offices. | 9/15/2010- 11/30/2010 | Office of Support Services, Recruitment and Staffing Director, | CHCO approval. |

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Hiring Reform Initiative:
Notify applicants of status

Date:
7/29/2010

Describe the barrier, problem, or deficiency being addressed:

No Standard Operating Procedures or policies in place to address these steps of the hiring process. Also, HUD lacks accountability measures to ensure HR Specialists are in compliance with the application notification mandate.

Describe what is causing the barrier/problem (i.e., What is the root cause?):

Insufficient training and lack of guidelines

Define success or the desired outcome upon completion of applied tasks:

100% of applicants receive 4 touch points

Primary Action Planning Team

Lead: Sharrelle Higgins (Recruitment & Staffing Division Director)

Members: Connie Adkins, Diane Brundidge, Michael Simms, LaTrina Thomas, Angela Taylor, (Branch Chiefs) Brenda Edmond (Accountability Officer)

Action Steps

| Actions to be Taken | Key Deliverables/Output | Start Date/ End Date | Responsible Party (Parties) | Budget, Resources, and Approvals Needed |
|---|--|-------------------------|--|---|
| Modify HR Specialists performance work plans to reflect specific measures for hiring reform mandates. | HR staff is held accountable for all applicants being notified during the 4 touch points | 8/2010 – 10/29/2010 | Recruitment & Staffing Division Director | Director, OHR |
| Conduct quarterly random reviews to verify issuance of notices. | 100% of notifications sent. | 5/2010 – 10/29/2010 | HR Branch Chiefs/Accountability Officer | Existing Staff. |
| Conduct mandatory training and develop standard operating procedure to ensure HR Specialists are aware of requirements. | Standard operating procedure on applicant notification. | 9/10 – 10/29/2010 | HR Branch Chiefs/Accountability Officer | Recruitment & Staffing Division Director approval. Existing Staff. |
| Add “notifications” to case file checklist. | Updated case file checklist. | 9/10- 10/29/2010 | HR Branch Chiefs | Existing Staff. |

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|--|--|-------------------------|---|--|
| Hiring Reform Initiative: Conduct Action Planning | | | Date: 7/29/2010 | |
| Describe the barrier, problem, or deficiency being addressed: Lack of agency-wide systematic approach to planning, implementing, and evaluating results to produce continuous improvement in the recruitment and hiring process | | | | |
| Describe what is causing the barrier/problem (i.e., What is the root cause?): No standardized processes and procedures to improve the recruitment and hiring process | | | | |
| Define success or the desired outcome upon completion of applied tasks: Increased speed of hiring Increased management involvement and satisfaction with the hiring process and quality of new hires Increased applicant satisfaction with the hiring process | | | | |
| Primary Action Planning Team Lead: Sharrelle Higgins (Recruitment & Staffing Division Director) Members: Connie Adkins, Diane Brundidge, Michael Simms, Angela Taylor, and LaTrina Thomas (HR Branch Chiefs) | | | | |
| Action Steps | | | | |
| Actions to be Taken | Key Deliverables/Output | Start Date/ End Date | Responsible Party (Parties) | Budget, Resources, and Approvals Needed |
| Obtain hiring plans prior to beginning of fiscal year. | HR staff has planning time to address hiring needs. | 7/19/2010 – 09/30/2010 | Recruitment & Staffing Division Director, and Program Offices | Allotment Holders, CFO, Senior Program Officials |
| Review position descriptions, job analyses, and assessment questionnaires during workforce planning. Post vacancy announcements and conduct appropriate outreach. | Selections are made throughout the fiscal year. | 10/01/2010 -9/30/2011 | Recruitment and Staffing Division and Program Offices hiring managers | Allotment Holders, CFO, Senior Program Officials |
| Review quarterly management/applicant survey results. Analyze data. | Identification of areas of strength and opportunities for improvement. | 10/01/2010-ongoing | Recruitment & Staffing Division | Contingent upon survey results |

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| Communicate results to hiring managers. Solicit feedback on areas for improvement. Revise action plan accordingly. | Revised action plan. | | Director | |
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Revised 9/8/2010